Human Resources Management

Change Management and Communications Strategy

September 30, 2012

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1. EXECUTIVE SUMMARY

The Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) vision is to be a bold, empowered organization committed to the development of the Total Force, actively shaping the environment and embracing selfless service to the defense of our nation. The Human Resources Management (HRM) mission is to ensure that human resources staff is trained, capable, motivated, and ready to support the Department of Defense (DoD). To achieve this mission and vision, HRM requires a robust change management and communications strategy that facilitates two-way communications. Communications will need to address far-reaching changes within DoD and HRM, ensuring stakeholders are fully aware, engaged, and supportive of HRM policies and procedures.

To meet this goal, the HRM Change Management and Communications Strategy employs a blended approach that combines both change management and strategic communications models. Change management seeks to build stakeholder buy-in, while strategic communications seeks to proactively engage stakeholders in a two-way information exchange. HRM change management activities will facilitate an interactive dialogue within the HRM community using various communications channels.

This document outlines a strategic approach to change management and communications. It provides a framework with tools and tactics necessary to execute effective change communications and facilitate communication within HRM.

The HRM Change Management and Communications Strategy also includes quantitative and qualitative methods to evaluate and measure effectiveness. Using a combination of quantitative and qualitative methodologies is essential to building a successful communications program because it helps assess how effectively the program is meeting stakeholder needs throughout the life cycle of a program.

2. PURPOSE

2.1 Document Scope

This document addresses the scope of change management and strategic communication needs for HRM.

2.2 Document Organization

The HRM Change Management and Communications Strategy is divided into eight sections. Each section delves into specific aspects of the strategy:

- Section 1.: Executive Summary
- Section 2.: Purpose
- Section 3.: Change Management and Communications

- Section 4.: HRM Stakeholders
- Section 5.: Communications Tools and Tactics
- Section 6.: Execution Approach
- Section 7.: Evaluation
- Section 8.: Conclusion

3. CHANGE MANAGEMENT AND COMMUNICATIONS

3.1 Approach to Change Management and Communications

The four main facets of change include people, technology, process, and physical infrastructure. As depicted below, these facets overlap and interrelate, which illustrates the multiple levels that need to be addressed to achieve readiness for any large-scale change and help ensure a smooth transition from any "As-Is" state to a "To-Be" state.

To achieve a smooth transition, stakeholders must be aware of the change occurring, convinced that the change will facilitate positive outcomes and impact, and be ready to accept the change. From a technological perspective, stakeholders need to be given the education and the tools to incorporate the changes.

Finally, stakeholders need to begin analyzing how their processes will change and update procedural manuals and policies accordingly.

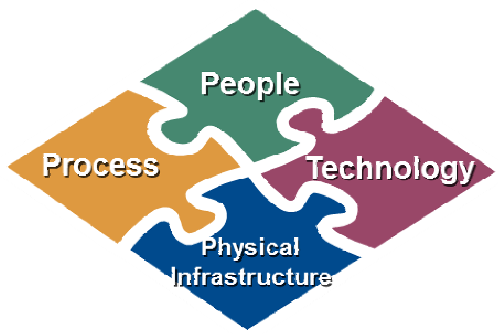

Figure 3-1 Main Facets of Change

3.2 Change Management Model

As illustrated in Figure 3-2, change management facilitates a group's transition from a state of uncertainty to a state of readiness for change by moving from "Awareness" to O"wnership." This process fully engages stakeholders in the change process, builds acceptance, and results in stakeholders owning the change and resolving issues causing resistance.

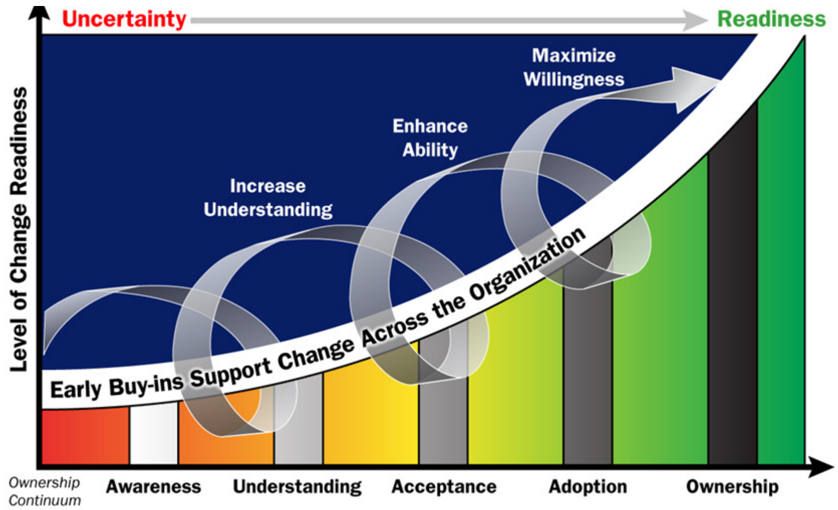

Figure 3-2 Change Management Model

- The "Awareness" stage lays the groundwork for all other change management activities. Stakeholders become familiar with impending changes in their organization, which opens the first effective channel for on-going communications.
- "Understanding" establishes the framework upon which to build stakeholder support and sustained success. During this stage, stakeholders understand what changes are expected of them, how the change process works from a holistic view, and how the changes will benefit or support the achievement of organizational goals or requirements.
- The "Acceptance" stage is a turning point where stakeholders accept the change and explore new roles. During this stage, successful change management requires focus on providing practical encouragement and support, providing training to empower stakeholders with the skills and information necessary, and involving stakeholders where appropriate in planning and setting goals.
- A successful change management effort understands the complexities of each stakeholder group's resistance, recognizes its unique communication and information needs, and tailors key messages based on the goals of the change. Therefore, in the "Adoption" and "Ownership" stages, stakeholders are taught the skills and given the tools and information necessary to embrace and accept change.

3.3 Strategic Communications Model

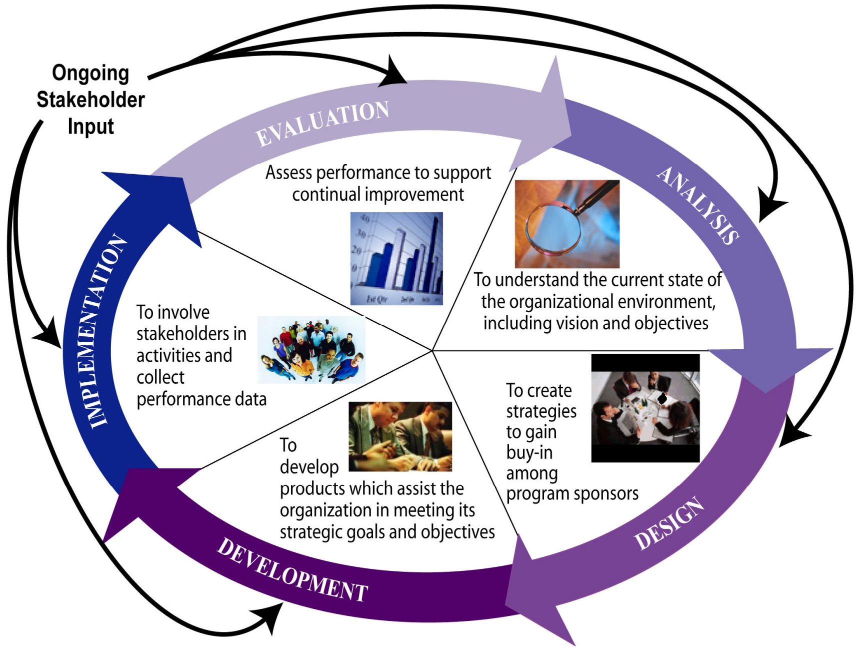

Figure 3-3 Strategic Communications Framework

As illustrated in Figure 3-3, Strategic Communications is a cyclical process comprised of five phases. The first phase, "Analysis," provides a snapshot of the organization's current state, including identifying people, processes, and technologies. Specific organizational elements that may be analyzed include, but are not limited to, internal and external stakeholders, organization mission, vision, goals, and current methods for communicating with stakeholders.

The "Design," "Development," and "Implementation" phases allow communicators to leverage information gathered to design, develop, and implement strategies for internal and external stakeholder buy-in. These strategies incorporate themes and key messages, various communications tools and tactics, and numerous methods to reach and engage stakeholders with the right information, in the right manner, at the right time.

During the "Evaluation" phase, communicators assess performance and success by using feedback mechanisms such as surveys, dedicated email inboxes, forms, website metric tracking, roundtable discussions, and focus groups. Feedback results are incorporated into communications tools and tactics to ensure efforts are effective and meeting stakeholder's needs. As the model indicates, stakeholder feedback is incorporated into each phase when available, as it allows for key message and theme refinement.

3.4 Change Enablers

Change enablers are the key mechanisms that enable change and support ownership building within the HRM stakeholder community. They include organization steering bodies, change leaders, and integrated product teams or events.

- **Steering Bodies**—Several HRM steering groups and committees involve representatives and/or senior leaders from various HRM organizations. Each HRM sub-mission area has established oversight groups, steering committees, and working groups that focus on sub-mission area-specific lines of business.

The Department has established a governance structure for Certification. HRM participates in this structure as described below.

- The **Defense Business Systems Management Committee (DBSMC)** is responsible for overseeing the acquisition, modernization, and sustainment of Defense business systems. The Deputy's Management Action Group (DMAG) is the Deputy Secretary of Defense's overarching management forum that convenes as the DBSMC to review defense business portfolios.
- The **Investment Review Board (IRB)/Defense Business Council (DBC)** reviews Functional Strategies and Organizational Execution Plans. After the review, the IRB/DBC will make certification recommendations to the IRB/DBC Chair.
  - Membership of the IRB/DBC includes representation from each functional area, the Services, and other principal DoD transformation partners.
  - Functional Strategies are developed by the appropriate business line owner (DoD PSA) for each functional area. USD(P&R) is the PSA responsible for the development of the P&R Functioanl Strategy and has oversight of the HRM Core Business Mission.
  - The **Deputy Chief Management Officer (DCMO)** serves as Vice-Chair of the DBSMC, Chair of the IRB/DBC, and as liaison between the DBC/IRB and the DMAG.

- **Change Leader**s—Change leaders are individuals in an organization who understand, support, and commit to change within their communities. Change leaders are also individuals who can lead and influence stakeholder perceptions and attitudes toward change. Although executive-level and senior-level support is critical for any large-scale HRM transformation, change leaders can be present at all levels.
- **Integrated Product Teams (IPT)/Events**—HRM cross-sub-mission area meetings and associated working groups provide an opportunity for representatives from the sub-mission areas, Services, and others to actively participate in HRM focus areas, including Enterprise Architecture (EA), Certification, Portfolio Management (PfM), and Annual Review. These activities foster timely, two-way communications across the HRM community. In turn, stakeholders contribute to the development of HRM strategy and/or products, while gaining a sense of ownership and becoming knowledgeable advocates and spokespeople within their organizations.

3.5 HRM Change Management and Communications Goal

In accordance with the HRM goals and objectives, the overarching goal of the HRM Change Management and Communications Strategy is to:

> *Increase awareness, understanding, and acceptance of HRM efforts through targeted change management and communications activities.*

3.6 HRM Change Management and Communications Objectives

Given the multiple dimensions of change management, measurable objectives must be set to achieve the overarching goal. Therefore, the supporting objectives for HRM change management and communications efforts are:

- **People**—Inform HRM stakeholders (promoting goals, objectives, systems, capabilities, benefits, and transformational efforts) and begin building advocates to further increase awareness and understanding
- **Technology**—Orient stakeholders to new terminology and technologies so they will be ready to receive training and adopt the changes
- **Process**—Raise awareness of people, process, and technology changes as each impacts HRM stakeholders to encourage appropriate updates to policies and procedures, as required
- **Physical Infrastructure**—Develop an understanding of the context and impact on HRM to create an environment that can successfully institutionalize a change

Table 3-1 below, Change Management Outreach Examples, provides a sample of the kind of diverse change management outreach efforts HRM may leverage to accomplish its goal and objectives.

Table 3-1 Change Management Outreach Examples

PEOPLE	TECHNOLOGY	PROCESS	PHYSICAL INFRASTRUCTURE
• Face-to-face meetings, focus groups, stakeholder briefings and communications • Conferences and trainings • Other change management and communications outreach events	• Certification training sessions • Orientation to Enterprise Architecture, Certification, and Annual Review terminology and technologies • Dissemination, discussion of, and training on developing architectural views, diagrams, and charts	• Identification of Business Process Reengineering (BPR) opportunities • Outreach efforts to support stakeholder groups in organizational restructuring • Focus on change analysis, workforce analysis, and policy/procedural updates in EA WGs	• Moving office buildings and/or meeting spaces • Virtual work/collaboration • Maturing/Evolving organizational structure

4. HRM STAKEHOLDERS

The term “stakeholder” refers to any organization or individual impacted by or holding an interest in HRM activities, policies, and programs. The *HRM Stakeholder Analysis* indicated in the table below segments key stakeholders into categories and groups by level of involvement. The analysis also notes insights into reaching these stakeholder groups. Reviewing the *HRM Stakeholder Analysis* will allow HRM leadership and staff to target messaging, tools, and tactics to the right audience at the right time.

Figure 4-1 shows the relationship between the different stakeholder groups. The Level of Involvement is broken down into four tiers, with the highest level of involvement occurring at the Core tier and the lowest level at Tier 3.

Figure 4-1 HRM Stakeholders by Level of Involvement

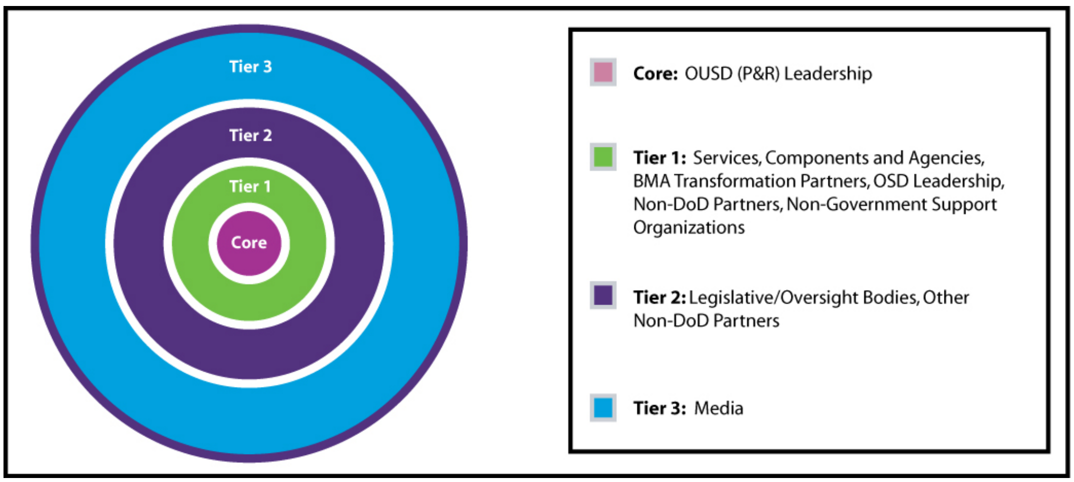

Table 4-1 HRM Stakeholders

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
Level of Involvement: Core		
Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) Leadership	• OUSD(P&R) Under Secretary of Defense for Personnel and Readiness Principal Deputy Under Secretary of Defense for Personnel and Readiness Chief of Staff Assistant Secretary of Defense for Health Affairs Assistant Secretary of Defense for Reserve Affairs Assistant Secretary of Defense	

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
	for Readiness and Force Management Deputy Assistant Secretary of Defense for Military Personnel Policy Deputy Assistant Secretary of Defense for Civilian Personnel Policy Deputy Assistant Secretary of Defense for Military Community and Family Policy Director for Civilian Equal Employment Opportunity Director of the Office of Total Force Planning and Requirements	
Level of Involvement: Tier 1		
Services, Components, Agencies, and Activities	• Joint Staff • Combatant Commands • Department of the Army – Army National Guard – Army Reserve • Department of the Air Force – Air Force Reserve – Air National Guard • Department of the Navy – U.S. Marine Corps – Marine Corps Reserve – Naval Reserve • Coast Guard Reserve • Service Members and Dependents • Inspector General • Defense Information Systems Agency (DISA) • Defense Intelligence Agency (DIA) • Defense Logistics Agency (DLA) • Defense Finance and Accounting Services (DFAS) • Defense Security Service (DSS) • Uniformed Services University	• OUSD(P&R) supports Certification for HRM systems for the following: Army, Air Force, Navy, Marine Corps, Air Force Reserve, Air National Guard, Army Reserve, Marine Corps Reserve, Naval Reserve, and Coast Guard Reserve. • DISA is an infrastructure provider (OASD(NII)). • In the warfighter area, personnel and organizations are managed in Combat Service Support systems, which execute "focused logistics" (DLA). • HRM pay interface to DFAS disbursements is a key area of work. • HRM encompasses the organizations conducting security background investigations (DSS). • Uniformed Services University of Health Sciences is part of the MHS Sub-Mission Area and under Training Capability – also involved in inputs to credentialing. • HRM under quality of life (QOL)/morale, welfare, and recreation (MWR) manages commissaries and other non-appropriated fund operations (DeCA).

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
	of the Health Sciences • Homeland Defense • National Security Agency (NSA) • Defense Commissary Agency (DeCA) • DoD Education Activity (DoDEA) • Defense Human Resources Actitity (DHRA) • Military Health System (MHS)	
DoD Leadership	• Office of the Secretary of Defense • Office of the Under Secretary of Defense (Comptroller) • Office of the Under Secretary of Defense of Acquisition, Technology, and Logistics (OUSD(AT&L)) • Office of the Assistant Secretary of Defense for Networks and Information Integration (OASD (NII)) • Office of the Director of Cost Assessment and Program Evaluation (CAPE)	• CAPE conducts independent analysis for and provides independent advice to the Secretary and Deputy Secretary of Defense.
ODCMO Transformation Partners	• Financial Management (FM) • Material Supply and Service Management (MSSM) • Real Property and Installation Lifecycle Management (RPILM) • Weapon System Lifecycle Management (WSLM)	
Non-DoD Partners	• Department of Veterans Affairs (VA) • Department of Homeland Security (DHS) • National Archives and Records Administration (NARA) • Department of Labor (DoL) • National Oceanic & Atmospheric Administration	

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
	(NOAA) • United States Public Health Service (PHS) • North Atlantic Treaty Organization (NATO) • Australia, New Zealand, United States Security Treaty (ANZUS)	
Non-Government Support Organizations	• United Service Organizations (USO) • American Red Cross	• OUSD(P&R) assumes responsibility for the health, welfare, and safety of USO and Red Cross employees, etc. when they are sent into theatre.
Level of Involvement: Tier 2		
Legislative/Oversight Bodies	• Congress • Congressional Budget Office • Government Accountability Office (GAO) • Office of Inspector General • Office of Personnel Management (OPM) • Office of Management and Budget (OMB)	
Other Non-DoD Partners	• Department of State • Social Security Administration (SSA) • Federal Bureau of Investigation (FBI) • All 50 state governments • Territorial governments • District of Columbia • Department of Justice	
Level of Involvement: Tier 3		
Foreign Organizations	• Foreign governments • Foreign military organizations	
Media	• Local media • National media • Trade media	

5. COMMUNICATIONS TOOLS AND TACTICS

A successful communications plan utilizes a variety of communication tools and tactics to reach the right audience with the right message at the right time. Each of the communication tools used will focus on methods increasing awareness and understanding and aligning efforts and educating stakeholders. The table below describes possible tools or tactics, recommended frequency, and the appropriate stakeholder audience. Tools and tactics are grouped by level of engagement—low, medium, or high. These groupings indicate the level of stakeholder interaction required in using any given tool or tactic.

Table 5-1 Communications Tools and Tactics

TOOL AND TACTIC	DESCRIPTION	FREQUENCY	STAKEHOLDER AUDIENCE
Low Level of Engagement			
Architectural diagrams	Diagrams that graphically depict HRM business information and processes. May include all views, operational views, systems views, technical views, etc.	Use and update as needed.	• Services, Components, and Agencies • OSD Leadership • OUSD (P&R) Leadership
Backgrounder	A three- to four-page piece that gives general/background information about an organization or issue. May include history, organization, and operations information, among other topics.	Use for launch and upon request. Update quarterly as needed.	• All stakeholders
Boilerplate (standard language)	A short paragraph (three to five lines) of standard language that communicates the essence of an organization—what it is, how to get more information, etc. Normally placed at the end of communications products like news releases.	Use as needed. Update annually.	• All stakeholders
Calendar of events	A schedule of events or activities to be used as a reference by stakeholders.	Publish and update monthly.	• Services, Components, and Agencies • OSD Leadership • Non-DoD Partners • OUSD(P&R) Leadership
Electronic newsletter	A product normally comprised of news and feature articles, a message from leadership, etc. that highlights an organization's achievements, news, and events. Distributed via e-mail. May be archived on a website.	Update quarterly or monthly.	• Services, Components, and Agencies • OSD Leadership • OUSD(P&R) Leadership
Fact sheet	A short—normally one page—sheet that provides basic or high-level information/facts. Possible topics	Use for launch and upon request. Update quarterly as needed.	• All stakeholders

TOOL AND TACTIC	DESCRIPTION	FREQUENCY	STAKEHOLDER AUDIENCE
	include sub-mission areas and portfolios, major human resources management systems, Certification, PfM, EA, Human Resources Management Integration Division, HRM (mission, vision, goals, important dates, milestones, etc.).		
Feature article	A short, descriptive, and/or creative news article containing "soft news," or interesting but not necessary information. Written from an in-depth perspective and longer than a news release. Can be a behind-the-scenes story of a process, a day-in-the-life story of a person, etc.	Use semi-annually.	• All stakeholders • Media
Focus area visual materials	Visuals that provide information regarding PfM, EA, or Certification. Possible examples: diagrams, flow charts, slicks, etc.	Use and update as needed.	• Services, Components, and Agencies • OSD Leadership • OUSD(P&R) Leadership
Frequently Asked Questions (FAQ)	A collection of recurring questions and answers for reference. Can be posted on websites, included in information kits and brochures, and designed to appeal to different stakeholders.	Update monthly.	• All stakeholders
Glossary of terms	A print or electronic collection of definitions and/or acronyms for key organizations, focus areas, etc.	Update quarterly.	• All stakeholders
HRM Poster	A 22 x 30 or 11 x 17-inch poster that highlights HRM achievements, generates awareness, or conveys information about an event, product, or service. Branded, printed, mounted, and displayed in the Personnel and Readiness Information Management (P&R IM) lobby or other locations.	Update quarterly.	• Services, Components, and Agencies • OSD Leadership • Foreign Organizations • Legislative/Oversight Bodies • Non-DoD Partners • OUSD(P&R) Leadership
Information kit	A folder containing various reference materials. May include (but is not limited to): leadership biographies, brochures, backgrounders, fact sheets, position papers, and other visuals. Can be customized for audience.	Use for launch and upon request. Update quarterly as needed.	• All stakeholders
List server	A vehicle for disseminating the same information quickly to a large number of stakeholders. Sent via e-mail. Can be created initially from the Touch Matrix database.	Use as needed.	• Services, Components, and Agencies • OSD Leadership • Legislative/Oversight

TOOL AND TACTIC	DESCRIPTION	FREQUENCY	STAKEHOLDER AUDIENCE
	Individuals can be removed or added to a list server by request.		Bodies • Non-DoD Partners • Other Non-DoD Partners • OUSD(P&R) Leadership
Memo/Position paper	A three- to four-page memo or paper that explains a certain issue stance or viewpoint using approximately three main points and supporting information.	Use as needed.	• DoD Leadership • Legislative/Oversight Bodies • OUSD(P&R) Leadership
News release	A short, one- to two-page piece that gives news editors the main points/facts of a "hard news" story. Hard news may include events, achievements, product or service announcements, leadership changes, etc. Must have a news "hook" or angle.	Use as needed.	• All stakeholders • Media
Training compact disc (CD)	A collection of background information and files for submission on CD. To be distributed at the end of training sessions.	Use as needed.	• Services, Components, and Agencies
Tri-fold brochure	A six-panel printed piece used to generate awareness and persuade or inform. Normally full color with numerous visuals. Can be various sizes (e.g., 11 x 17 inches, 8.5 x 11 inches). Possible topics: each sub-mission area.	Use as needed. Update quarterly.	• All stakeholders
Website • Certification web page • PfM web page • EA web page • Resource Library	A group of web pages that serves as an up-to-date resource and repository for information, including soft copies of relevant communications products.	Check weekly. Update as needed.	• All stakeholders
Medium Level of Engagement			
Briefing	A customized presentation that addresses key topics or issues. May be followed by a question and answer (Q&A) session.	Use as needed.	• All stakeholders
Talking points	The voice track that accompanies a brief.	Use as needed.	• All stakeholders
Online feedback mechanism	A Web-based tool that allows stakeholders to provide input. Can submit input via online form or e-mail address.	Use as needed.	• All stakeholders
State meeting	A face-to-face meeting that gives	Quarterly or semi-	• Services, Components,

TOOL AND TACTIC	DESCRIPTION	FREQUENCY	STAKEHOLDER AUDIENCE
	stakeholders updates regarding recent HRM achievements, future plans, etc. Also an opportunity for networking.	annually.	and Agencies • OSD Leadership • OUSD(P&R) Leadership
High Level of Engagement			
Booth	A mobile, visually appealing stand for exhibiting and disseminating communications materials and information at conferences and/or road shows. Increases awareness and name recognition while communicating key messages.	Use at conferences and road shows. Review content, display, and design prior to each use.	• All stakeholders
Brown bag	A somewhat informal, lunch-time session where participants receive information, watch demonstrations or briefings, and/or ask questions.	Use as needed.	• Services, Components, and Agencies
Change and Communications Working Groups	Collaborative forums where HRM stakeholders: • Develop and execute change strategies and plans • Complete change analyses • Develop and execute communications plans • Develop products/messages	Use as needed.	• Services, Components, and Agencies
Collaborative sessions	Events tailored for specific audiences that may include but are not limited to a plenary session followed by breakout sessions. May include briefings, information kits, and related communications products.	Use as needed.	• Services, Components, and Agencies
Conference	An event where communicators use a booth, information kits, briefings, trinkets/giveaways, and other related communications materials to disseminate up-to-date information and collect stakeholders' impressions and feedback. Brings together a large number of stakeholders interested in a particular topic. May include briefings, workshops, Q&A sessions/panel discussions, networking events, etc.	Attend as appropriate.	• All stakeholders
Executive-level briefing	A modified collaborative session. May not utilize the same communications products as those used in collaborative sessions.	Use upon request.	• OSD Leadership • OUSD(P&R) Leadership

TOOL AND TACTIC	DESCRIPTION	FREQUENCY	STAKEHOLDER AUDIENCE
Focus group	A session where participants are pre-screened and then questioned by a trained facilitator about a specific subject. Participants may receive read-ahead materials, briefings, and other communications products. Findings and other information are submitted in a final report to the client after the event.	Use as needed.	• Services, Components, and Agencies
Road show	A face-to-face meeting between an organization and its stakeholders held at a series of locations, where communicators disseminate up-to-date information and collect stakeholders' feedback. Brings together a large number of stakeholders interested in a particular topic. May consist of briefings, demonstrations, and/or a Q&A session.	Use as appropriate.	• Services, Components, and Agencies
Social media (Web 2.0) tools	Social media (Web 2.0) tools can range from one-way communications (e.g., blog, podcast) to two-way communications, pending needs (e.g., social networking sites.)	At least monthly.	• All stakeholders
Technical training session	A hands-on walk-through of technical processes, products, and related documents, followed by a Q&A session. Possible topics include Certification, PfM, and EA. Participants may receive a CD with background information and files for submission.	Use upon request.	• Services, Components, and Agencies
Technical working group	An in-depth session that educates stakeholders about a particular topic via briefings, activities, Q&A sessions, etc. Possible topics include Certification, PfM, and EA.	Use as needed.	• Services, Components, and Agencies

6. EXECUTION APPROACH

An execution plan is critical to the success of any change effort. For all HRM initiatives, a communications plan document will be developed taking into consideration the stakeholders, communication tools, and key messages.

Key messages are detailed, targeted statements that support and address the stakeholder's information and communication needs. Messaging is a focal point throughout any change effort because it conveys the most essential concepts and critical benefits of the change to stakeholders.

Information contained in messaging should remain consistent and coordinated throughout a change effort in order to reinforce awareness and understanding of the change. HRM key messages can be disseminated via the communications tools and tactics outlined in the chart above and should ultimately serve to educate and inform stakeholders on how the change strategy supports their organizational goals.

7. EVALUATION

In any given program, communicators typically use several different methods to measure effectiveness. These methods are essential to a successful communications program because each helps assess how effectively the program is meeting stakeholder needs. Evaluation methods can also be used to improve change management and communications activities throughout the life cycle of the program.

7.1 Quantitative Methods

Quantitative methods, also known as progress indicators, gauge the number of stakeholders reached through change and communications efforts, the type and number of products distributed, and the frequency with which the organization reaches each stakeholder. It may be used to help determine the effectiveness of events, websites, communications products, or media placements, among others. See Table 7-1 Methods for Measuring Success for specific examples.

7.2 Qualitative Methods

Feedback mechanisms are qualitative methods that support two-way dialogue between an organization and its stakeholders. This dialogue allows stakeholders to provide input regarding initiatives and how those initiatives meet their needs. In this way, feedback mechanisms help communicators determine stakeholders' level of understanding or acceptance. Continual feedback also promotes on-going key message and product improvement to increase effective communications and decrease misinformation and resistance. A full list of examples can be found in Table 7-1.

Table 7-1 Methods for Measuring Success

QUANTITATIVE: PROGRESS INDICATORS	QUALITATIVE: FEEDBACK MECHANISMS
• To determine the number of stakeholders reached, track the frequency and/or use of: – Website metrics, including total hits, unique users, domains, average time spent on website – Feedback e-mail – Events an organization has presented at and/or hosted – Attendees at each event – Communications materials distributed – Media coverage and circulation figures • To gauge stakeholders' level of understanding and/or acceptance, analyze: – Number of questions asked	• To gauge stakeholders' level of understanding and/or acceptance, analyze: – Print or electronic surveys – Focus groups – Face-to-face interviews – Other face-to-face interactions • Meetings • Collaborative sessions • Road shows • Conferences • Training sessions • Working groups

QUANTITATIVE: PROGRESS INDICATORS	QUALITATIVE: FEEDBACK MECHANISMS
– Number of fliers/handouts distributed – Number of individuals approaching road show displays – Number of post-event communications/questions • To determine Return on Investment (ROI), analyze: – Cost per event – Stakeholder lead generation (e.g., how many new stakeholders are engaged/increased participation) – Post-event vs. pre-event contact – Observations about overall exhibit/event traffic density (e.g., what captures attendee's attention, what exhibits draw attention) – Competitor/partner analysis (e.g., frequency of events, exhibits, and communications; level of involvement/representation at events) – Employee/Exhibit/Event staff satisfaction ratings (e.g., primary objective met, how many attendees did staff engage in conversation, how did you invite targeted visitors to exhibit, did exhibit adequately represent company to those that visited, effectiveness of exhibit.) – Quality/Level of attendees (e.g., rating system based on criteria) – Exhibit surveys – Pre/post event surveys (e.g., changes in awareness, attitude, and behavior) – Media coverage at shows in terms of an ad equivalency (e.g., what would that same coverage cost had you bought an ad the same size)	• Brown bags – Feedback e-mail via Website – Unsolicited feedback via telephone, e-mail, etc. – Impressions of featured issue/interest volume from event participation – Brand awareness (e.g., most FAQ at exhibits indicate what graphics *don't* tell people)

7.3 Evaluation Methods

Using the feedback mechanisms and progress indicators mentioned above will help refine key messages and gauge effectiveness of HRM change management and communications activities. An important point, however, is that evaluation mechanisms should be selected and tailored based on desired outcomes for each stakeholder group and activity. If the desired outcome of an outreach effort is simply to increase the number of attendees, it is reasonable to track the number of stakeholders. However, if the desired outcome is to understand whether or not stakeholders understood the information communicated to them, it would be more valuable to monitor or survey participants to determine their level of understanding; changes could then be made to the training session and/or materials based on participant feedback.

Similarly, tracking the number of total website hits will provide a rough estimate of the amount of website traffic during a given timeframe. However, that indicator does not show true website impact and reach. A more strategic use of website metrics would be to track the number of unique users, which represents real, individual users and is a better indicator of true stakeholder outreach impact. Further, coupling the number of unique users with the average time spent on the website represents true content consumption and demonstrates that stakeholders may have found the website content usable and engaging. Reporting and analysis through website metrics can then be used to help inform decision-making regarding modifications or enhancements to website content.

8. CONCLUSION

This document outlines an HRM change management and communications strategy, goals and objectives, tools and tactics, and other relevant information. The framework outlined in this strategy will allow effective change communications and support to HRM stakeholders in moving through the phases of change to result in an increased commitment to HRM initiatives. Using this iterative process will also ensure that the HRM change management and communications program remains flexible and adjusts to the changing needs of all stakeholders.